

Appendix G

Conduct Rehearsals

G-0. Appendix Overview.

Introduction a. This appendix describes how to conduct rehearsals.

Appendix Index b. This appendix covers the following:

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G-1. General.

Definition a. Rehearsal - An event in which one or more members of a unit practice, recite, recount, repeat, or drill a set of tasks or procedures to prepare for a formal performance.

Purpose b. Rehearsals are training techniques used to ensure team members understand what they and other members of the team must accomplish to perform a task successfully.

Lane Training c. With respect to the lane training process, a rehearsal is--


- Used during the lane training planning phase by--
 - OCs, OPFOR, and unit leaders to prepare to conduct LTX and prerequisite training.
 - The unit's soldiers to practice LTX tasks and supporting (or prerequisite) individual (soldier and leader) and collective tasks.
- Used during the LTX lane execution phase by--
 - Unit leaders to practice lane leader tasks and troop leading procedures.
 - The unit's leaders and soldiers to practice LTX tasks which will be performed at full speed during lane execution.

Synchronization d. Successful military operations are characterized by agility, depth, flexibility, initiative, synchronization, and versatility. Of these, one of the most difficult to attain and achieve is synchronization.

Rehearsals	e. Rehearsals are one of the techniques used by the commander to achieve synchronization both in military operations and in training.
Benefits	f. Rehearsals provide the following benefits: <ul style="list-style-type: none"> • Rehearsals ensure personnel know-- <ul style="list-style-type: none"> •• What the commander intends to accomplish. •• How he intends to accomplish it (concept of operation). • Rehearsals enable synchronization by-- <ul style="list-style-type: none"> •• Verifying specific responsibilities. •• Coordinating timing of actions. •• Confirming backup procedures. • Rehearsals enhance battlefield success.
TADSS	g. Simulators, simulations, and other TADSS are training multipliers or tools which can be used to assist in the conduct of rehearsals.

G-2. Categories.

Categories	a. There are three categories of rehearsals: <ul style="list-style-type: none"> • Backbrief. • Reduced force. • Full force.
Backbrief	b. Backbrief rehearsals are a common category of rehearsal. While they are very useful, they are not as effective as reduced-force or full-force rehearsals.
Description	A backbrief is an event that occurs when subordinates-- <ul style="list-style-type: none"> • Repeat what the leader wants them to do, . . . • Repeat why the leader wants them to do it, and . . . • Tell the leader how they are going to accomplish the mission.
Content	Backbriefs address-- <ul style="list-style-type: none"> • Mission (specified and implied). • Commander's intent. • Concept. • The roles of subordinates in terms of tasks and timing required.
Objective	The objective of a backbrief is for the leader, through verbal communications, to ensure subordinates understand the commander's intent and the required synchronization of actions

	What They Accomplish	Backbriefs identify problems and disconnects in execution, but to a lesser degree than a hands-on type of rehearsal.
	Guideline	Use backbriefs as frequently as possible and in conjunction with other rehearsals involving the physical act of replicating the plan.
Reduced Force	c. Reduced-force rehearsals are economical.	
	Description	<p>This is a rehearsal in which--</p> <ul style="list-style-type: none"> • Not all personnel attend the rehearsal. • Units replicate their actions on mockups; e.g., sand tables, rock drills (i.e., smaller pieces of terrain than the actual operation).
	Guidelines	<p>Conduct a reduced-force rehearsal--</p> <ul style="list-style-type: none"> • Prior to a full-force rehearsal. • When time is limited. • When everyone cannot attend a full-force rehearsal. • When operations security or the enemy situation do not permit a full-force rehearsal.
Full Force	d. Full-force rehearsals are more expensive, but they can be more effective.	
	Description	<p>This is a rehearsal in which--</p> <ul style="list-style-type: none"> • All personnel are available and can attend. • Units at each level replicate their actions as closely as possible under realistic conditions.
	Guidelines	<p>Follow these guidelines when using full-force rehearsals:</p> <ul style="list-style-type: none"> • When time is available, rehearse in good visibility on open terrain before gradually increasing the realistic conditions or standards. • When at full speed, conduct rehearsals with full combat loads in the expected conditions of terrain and visibility.
Comparison	e. Following is an illustration of the relative degree of time or resources required by category of rehearsal. This is the rehearsal category continuum.	
	Time/Resources:	Decreasing 
	Category:	Backbrief Reduced Force Full Force

G-3. Principles.

Principles

a. Successful rehearsals rely on application of the following rehearsal principles:

#	Rehearsal Principle
1	Schedule rehearsals and prioritize tasks/events.
2	Conduct multiechelon combined arms rehearsals.
3	Develop a detailed SOP.
4	Tie mission orders to a purpose or an intent.
5	Establish high standards and ensure they are met.
6	Provide feedback to the commander or unit leader.

Schedule/ Prioritize

b. Leaders schedule rehearsals and prioritize tasks/events.

Allocate Time

Rehearsals should be as complete as allowed by available time. In time-constrained situations, abbreviate the rehearsal to focus on only the most critical portions of the operation, as prioritized by the commander.

Prioritize

METT-T influences the type or extent of a rehearsal. A good time schedule in the warning order will identify and assist in the prioritization of tasks to be rehearsed.

Example

Following are examples of critical phases, events, or tasks to be prioritized (but not in priority):

Offense	Defense
<ul style="list-style-type: none"> • Actions on the objective. • Actions at danger areas. • Actions on enemy contact. • Breaching. • Medical evacuation. • Movement techniques. • NBC decontamination plan. • Passage of lines. • Resupply. • Departing ("unloading") the AA. 	<ul style="list-style-type: none"> • Counterattack plan. • Direct fire plan. • Engagement areas. • Fire support plan. • Medical evacuation. • NBC decontamination plan. • Obstacles. • Positions. • Resupply. • Security operations. • Trigger points.

Multiechelon Rehearsals

- c. Conduct multiechelon combined arms rehearsals.
- Allow enough time for subordinates to conduct their own rehearsals.
 - Individuals, teams, squads, sections, platoons, and staff sections should conduct full-force rehearsals.

SOP

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- d. Develop a detailed SOP.
- Develop rehearsal SOPs and proficiency prior to the LTX.
 - SOPs should address the following questions--
 - Who is responsible for making training aids or building a sand table?
 - What levels of rehearsals are established?
 - Which category of rehearsal will be used?
 - Who will participate in the rehearsal?
 - What type of rehearsal technique will be used?
 - Where will the rehearsal occur?
 - What materials are carried where and by whom?
 - Who announces the type of rehearsal?
 - When will the rehearsal be announced?
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Mission Orders

- e. Rehearsals provide the practice required to implement mission or combat orders.
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Content

- Mission orders address--
- Situation.
 - Mission.
 - Execution.
 - Concept of operations; i.e., commanders intent, results desired, what the command is expected to do.
 - What is expected of subordinates.
 - What adjacent and supporting leaders are expected to do.
 - Control measures.
 - Service support.
 - Command and signal.
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Leader Requirements

- Mission orders require the leader to--
- Understand what must be done.
 - Understand how he will do it.
 - Express this in clear and concise language to subordinates.
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Flexibility

Mission orders do not constrain subordinates' actions by telling them how to accomplish a task. Orders state the leader's intent so that subordinates have a greater freedom of action to accomplish the mission.

Types of Orders

- There are three types of mission orders:
- Warning orders.
 - Operations orders.
 - Fragmentary orders.
-

Note: Synchronization of actions is achieved by implementing orders using SOPs supplemented by brief amendments.

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- Standards** f. Establish high standards and ensure they are met.
- Establish a standard for measuring effectiveness.
 - Identify and resolve problems in achieving standards. Identify and validate solutions.
 - Evaluate and critique rehearsals to achieve standards and improve performance.
 - Rehearse to higher standards than normally required to improve the chances for mission accomplishment.
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- Feedback** g. Provide feedback to the commander or unit leader.
- Feedback on problems identified during rehearsals permits leaders to develop solutions or plan alternate courses of action.
 - Feedback permits leaders to refine plans to improve the probability of success.
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G-4. Guidelines.

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- Guidelines** Guidelines for rehearsals include the following:
- Know the desired outcome of rehearsals and establish rehearsal standards.
 - Use the best technique for the time and assets available, whether a sand-table exercise or a full unit walk-through.
 - Conduct rehearsals using conditions similar to those of the actual mission; i.e., visibility, terrain, weather.
 - Prioritize tasks to be rehearsed, based on METT-T.
 - Keep rehearsals interesting.
 - Keep them simple.
 - Keep them informal.
 - Execute contingency plans and war-game the unexpected.
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G-5. Procedure.

Procedure Conduct rehearsals using the following procedure:

Step	Action
1	Orient participants to the training aid and terrain. Ideally, rehearsals are conducted on actual terrain. If this is not possible, use similar terrain.
2	Define the standard. What will the commander accept as satisfactory performance for the rehearsal?
3	Verbally and visually "walk through" the concept of operations. All participants must have the commander's intent in mind if they are to be able to act on their own initiative when necessary. Leaders interactively verbalize their elements' actions using synchronization; i.e., all at the same time.
4	Focus on key events, timing, and achieving the desired impact on the enemy.

(Continued on next page)

Procedure (Continued)

Step	Action
5	Consider each enemy course of action. Identify contingencies (e.g., repositioning, counterattack).
6	If the standard is not met and time permits, rehearse again.
7	Provide feedback.
8	Adjust plans. Feedback may result in changes to-- <ul style="list-style-type: none"> • Locations or positions. • Timing. • Decision points.

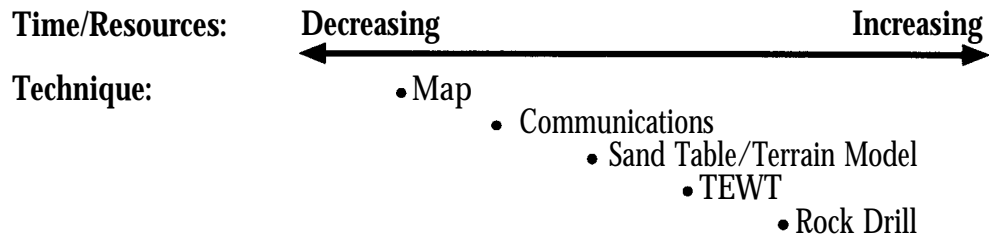
Note: Updating plans is an immediate benefit of a good rehearsal.

G-6. Techniques.

Techniques a. The following table lists five of the many techniques for conducting rehearsals, along with their characteristics.

Techniques	Description/Characteristics
Map	<ul style="list-style-type: none"> • May be conducted with a single map with overlays. • May limit the number of participants. • Used when time and space constraints are very limited.
Sand Table or Terrain Model	<ul style="list-style-type: none"> • Uses a model of the terrain or facility in which training or an actual operation will take place. • Includes graphic features; e.g., phase lines, trigger points, objectives. • Normally conducted without actual vehicles or equipment, although small replicas may be used. • Is conducted with training aids which are large enough for all personnel to observe. • May limit the number of participants. • Used when time constraints are limited.
Rock Drill	<ul style="list-style-type: none"> • Conducted over limited terrain (i.e., an extended sand table). • Conducted with participants either moving themselves or rocks, sticks, or anything else to replicate their actions or their unit's actions.
Communications (radio or telephone)	<ul style="list-style-type: none"> • Used when time or the situation do not allow for the gathering of personnel. • Used to test radios, phones, or backup systems.
Tactical Exercise Without Troops (TEWT)	<ul style="list-style-type: none"> • Usually conducted on the actual terrain. • Requires very few assets, normally just key leaders.

Comparison b. Following is an illustration of the relative degree of time or resources required by each type of rehearsal technique. This is the rehearsal technique continuum.



G-7. Training Aids and Expedients.

Importance a. Training aids and expedients are essential for conducting rehearsals.

Aids b. The following items are useful in replicating actual terrain and facilities:

- String.
- Chalk (various colors).
- Stakes.
- Engineer tape.
- Miniature vehicle replicas.
- Cans of spray paint (various colors).

Expedients c. The following list is a small sample of some field expedients:

- Chalk on the side of a vehicle.
- Rocks or pebbles.
- Wood; i.e., limbs, branches, sticks.
- Leaves or vegetation.
- Cans.
- Boxes.
- Vehicles.
